

# The Pressures of Work and Its Impact on the Performance of Employees in Jordan Telecom Companies

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## Introduction

Since the beginning of the twentieth century, Western societies had realized the seriousness of the issue of work stress, having exceeded the results and impact of these pressures from the scope of the employee and the organization to address to move to the courts, which became the issue punitive resolutions and impose heavy fines were unexpected (Mureau, 2012, p: 79).

Since the functions exercised by the organizations vary in the degree of exposure to the pressure; and the fact that each function creates a distinctive and unique to members belonging to her requests, this is creating a certain level of pressure on the members of the single function (shamans, 2006, p. 9).

We take the subject of the pressures of work or the so-called pressure Position share of attention by researchers, these pressures represent a significant cost to the employee and the organization and community health, regulatory and economic terms, Vdgot work has psychological effects and physiological (physical harmful), and have a negative impact on the behaviors of individuals and the career performance level and lead to negative phenomena, including the decline in a sense of belonging, and the high rates of absenteeism, job leakage, and increase the proportion of errors (Hijazi, 2002, p 425).

It is known that it is difficult to find a job without pressure, but the intensity of these pressures vary from one job to another; and according to different sources that make up this pressure, differing response to these pressures from one individual to another ratio; because of the different functional differences between them and their reactions attitudes toward the compressor (Askar, 2008, p. 7 ).

The satisfaction of the employees in the organization is an important indicator in determining the level of efficiency and performance that is a reflection of the overall performance within the organization, the evidence suggests that the satisfied worker be more productive than others.

Thus, to achieve satisfaction supported by motivating workers affects their sense of joy and happiness and satisfaction at work performance. The successful organization are those exploiting the efficiency of its employees and their effectiveness, following the best way to raise the professionalism they have and the administration to choose the active elements of the organization and linking objectives goals for personal factors that reflect positively on their performance (Altwaitjri, 2008, p. 42).

It could be argued that the successful organization is one that is developing a system of incentives is able to have a positive impact on the performance of employees and the form in which it increases the degree of loyalty to the organization and help the organization to grow and survive.

## Research problem

The working environment in the telecommunications companies from the environments in which they are expected to workers which falls under a different professional pressure sources is not an easy one, including the lack of independence of performance in which the speed of growth and development in the sector, which is facing different challenges, along with what it takes action to face with clients and beneficiaries when providing telecommunications services , and many of the factors which may constitute pressure of work for workers in these companies one way or another, and translate into the reactions of different affect on their performance, which is required for the success of those companies, which became a need for all employees to complete the basic construction have a process in an environment dominated by relational relations and interaction multiple orientations.

Therefore, the current research is trying to answer the following question: Is there an impact of work stress dimensions (functional burden, human communication, financial yield) on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction as the dependent variable and broker?

## Research importance:

The importance of being a research deals with the Jordanian telecommunications sector, which companies can benefit from belonging to the search results, and in a position to deal with the pressures of work and its impact on the performance of employees in this sector, which is reflected in the performance of these companies.

## Aim of the research:

This research seeks to identify the impact of work pressure dimensions (functional burden, human

communication, financial yield) on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction as the dependent variable and the broker.

### Research assumes

The first hypothesis: No effect is statistically significant at the level of significance ( $\leq 0.05\alpha$ ) career burden on the performance of employees there is job satisfaction as the dependent variable and the broker.

The second hypothesis: No effect is statistically significant at the level of significance ( $\leq 0.05\alpha$ ) to connect humanitarian workers on the performance of the existence of job satisfaction as the dependent variable and the broker

The third hypothesis: No effect is statistically significant at the level of significance ( $\leq 0.05\alpha$ ) the physical impact on the performance of employees there is job satisfaction as the dependent variable and the broker.

### Search Form

Independent variables The dependent variable

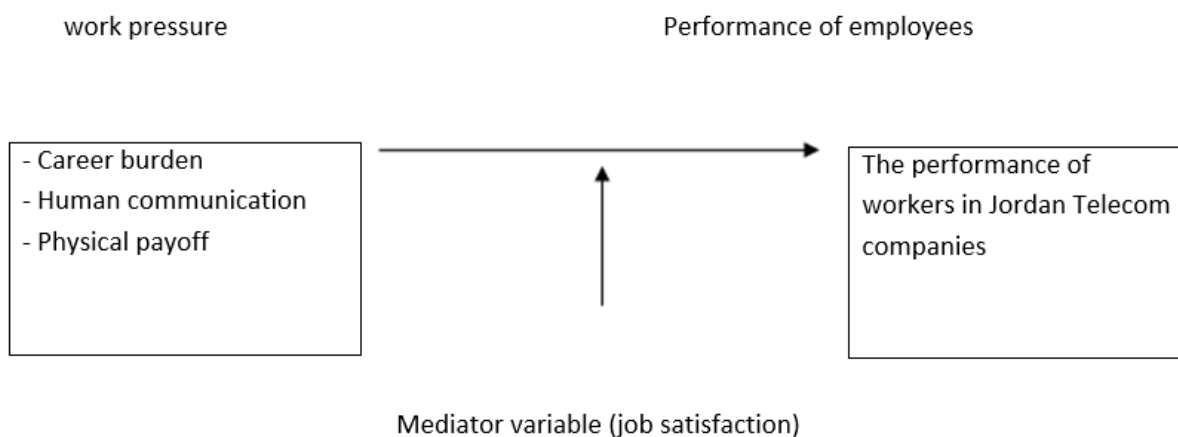


Figure 1 search form

The research community and the sample

It consists of all operating in the telecommunications sector in the Hashemite Kingdom of Jordan companies, namely, (Zain, Orange, Inc. Omnia), and given the fact that the research community is small in size has included research sample three telecom companies

The sampling and analysis of the study that has been relied upon to fill in questionnaires consists of all managers working in senior management and central in these companies and units, was the research community is the same sample, with questionnaires distributed to 240 managers of managers working in the surveyed companies in a manner comprehensive survey, the researcher distributed (240) questionnaire in these companies, was recovery (183) questionnaire by (76.25%) of the total number of distributed questionnaires, and after sorting were excluded 9 questionnaires, including the lack of packaged completeness and lack of suitability for statistical analysis, and thus the sample stabilized at (174) respondents work in companies covered by the research and analyzed and by (72.5%) out of a number of distributed questionnaires to companies covered by the research

### Find the validity and reliability tool

Researcher developed a questionnaire concerning his research included a series of phrases and items related Bmngaradtha to cover the assumptions on which it relied. Also it has been using Cronbach's alpha coefficient (Cronpach's Alpha), where he was (84.5%) which is an excellent ratio

### Statistical treatment

Has the use of statistical methods within statistical package program of Social Sciences ((SPSS in data analysis, where the use of averages to determine the importance of the language in the resolution, and the standard deviation, to the extent of dispersion of the answers to the middle of the arithmetic, as the test was used Path Analysis and so to verify the existence of the direct and indirect impact of work pressures on the performance of employees there is job satisfaction and mediator variable

### Sources of data collection

Data had relying on two types of information sources are secondary sources, such as management books that I

studied organizational behavior, especially the work of job satisfaction and performance of scientific materials and publications and specialized periodicals that are looking at the subject of research pressures, as well as primary sources through the design and development of a questionnaire written to the subject of the current study.

### Previous studies

Fisher study, 2001)) Aimed to identify the extent of personal style on the relationship between job stress and all of the job satisfaction and performance impact when the external auditor, and the results showed that there is a positive influence between work stress and all of the job satisfaction and performance when the reviewers personal style owners (a ( There are no such relationship when the reviewers personal style holders (b).

The study revealed that age, (2004) that job satisfaction is determined by a variable in each of the age and service monthly salary and role conflict and role ambiguity and job performance variable. It turns out that the organizational loyalty variable is determined in each of the age and service monthly salary and role conflict and role ambiguity and job satisfaction variable. The pressures of work identifies a variable in each of the age and service monthly salary and role conflict and role ambiguity and variable organizational loyalty.

The results of the shaman study (2006) that the amount of work and communication comes at the top sources of regulatory pressure, while the role of conflict as one of the weakest sources and regulatory pressures impact on the research sample came, and resulted in the search for the lack of statistically significant differences due to age Results .

The results of the study Filimban, (2008) the existence of misuse of a time when the administrative leadership, and increase the burden of quantitative and qualitative work, and that there is ambiguity in the role of administrative leadership contributes to the creation of regulatory pressure among workers.

As well as the purpose of the study ((Yafang, 2012 to the extent of knowledge of companies to ensure staff's ability to enhance the pleasure of the customers and the companies can improve employee satisfaction through internal marketing. This study found that organizational commitment is the mediator between internal marketing and quality of service, and marital status variables seniority and affect the quality of service of the employee. at the same time, the variable affecting the employees of the organizational commitment to hand.

What distinguishes this study from previous research

I discussed most of the previous research or offered work stress characteristics with specific organizational variables organizational loyalty organizational and how they can be employed to maintain excellence and continue to those organizations, offered as reasons for the failure of some companies and the relationship of these properties so failure, while tried to present research to identify the impact of the work on the pressure the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction as the dependent variable and the broker.

Find sheds light on the extent to keep up with Jordan Telecom –research society- corporate systems and modern management concepts, models, and specifically the pressures of work and performance indicators in this area.

### Theoretical framework

Human pressuresphenomenon existed since ancient times and linked to human existence, to the words of God Almighty: (We created man in the tirens) (Surah Balad, verse 4). However, the interest pressures on the grounds that it is a field of study that can be called modernity, due to the change in the communities attributes at the present time due to the complexities of life in the modern era.

Interest has evolved after that study pressures in general to study the work on the particular pressures, since many of the specialized studies have shown that workers exposed to it often stressful work environments not only affects the health and psychological condition of the disorder; and anxiety; and fear; and frustration ; and anger, but also reflected in the performance of their levels, and then their ability to work, which consequently hinder organizations and institutions to reach their goals by working to achieve (the blind, 2005, p. 157).

This study began in this area tend to identify the trends of workers and their feelings, and disclosure of the effects of those positive and negative their feelings, and their ability to achieve the institution where they work goals, and their attitudes toward their jobs and their facilities, to raise the quality of the production of any institution of institutions (Taam and Swat .2008 , p. 49).

### Work pressure

Refers (Sharama, 2009, p: 61) that the pressures of work "is used to refer to two different situations indicate in which the first to the environmental conditions surrounding the employee in the work environment and caused him distress and tension (external sources of pressure) The second case it refers to the responses of the internal act that occur because of these manifestations. "

Some felt that the pressure is the product of interaction between the employee and the environment

surrounding it; where the owners of this trend concepts of behavior that indicate that stress occurs as a result of the interaction is interesting and the response of any of the surrounding and the employee the same environment, and sees the owners of this trend that the employee pressure response vary depending on the self properties affected for the same individual, such as a personal style, cultural background, social environment (medicore, 2002, p. 17).

There are defined on the basis of the surrounding employee external environment without taking into account the effect of other factors such as self-characteristics of individuals or types of response or reactions that result from these various factors, and some of them defined on the basis of the extent of employee stimuli external forces causing pressure while neglecting the effect of the interaction of response other factors such as self-characteristics of the individual characteristics and conditions of the work environment, which is determined to build upon how much they feel the pressure of the employee (Ahmadi, 2002, p. 21).

The researcher believes that the pressures of work is the employee and organizational factors may occur in response to a degree some sort of psychological distress or organic dysfunction of the individual are difficult to adapt. Causing rapid fatigue or frustration and boredom of work.

### **Performance of employees**

Performance is defined as the responsibilities and duties, activities and tasks that an individual's work, which must be done in the required manner in light of the rates of which consists factor efficient coach can do (Zwick, 2006, P: 715).

Performance is also defined as: "a practical behavior plays an individual or group of individuals, or organization and is the business and the actions and movements intended to achieve the goal or specific targets" (Mbaideen and Jaradat 0.2010, p. 49).

The researcher knows that the business performance of assigned staff working in the Jordanian telecommunications companies and performed by them in any work environment, which is committed through which the employee rules, and regulations, responsibilities, and duties and work ethic in order to achieve the company's goals.

### **Job Satisfaction**

Job satisfaction is a sense of psychological conviction and satisfaction and happiness to satisfy their needs and desires and expectations with the work itself and the work environment, with the confidence and loyalty to work and with factors related to the internal and external environmental influences, it is thus reflecting a positive trend towards job carried out by the individual, where he feels the satisfaction various environmental, social, economic, administrative and technical factors related to the job (Oboucheha, 2008, p. 13).

Job satisfaction is also defined as the individual's sense of happiness and satisfaction in the performance of his work is achieved compatibility between the expectations of the individual from his work and how much they get it really in this business and that job satisfaction is the components that drive the individual to work and production, which ultimately pose a situation to achieve the individual from which the same insatiable desires, which makes coming to work with enthusiasm and desire and is keen to increase the production efficiency (Al moamar, 2003, p. 19).

It represents job satisfaction Moammar that gets the employee from various sources that are linked to their perception of the job that they occupy, and thus the extent that represents Position exporter of various satisfaction greater the satisfaction with this function, and is a measure of job satisfaction of the most important indicators and inputs aimed to identify areas for improvement in the systems and internal procedures in order to provide a supportive environment for employees to ensure their development and development of human resources (Altwaijri, 2008, p. 48).

Known researcher of job satisfaction as an inner feeling felt by the individual (employees) about what the work in order to satisfy his needs and desires and expectations in his work environment to the work currently occupied, and these feelings are positive or negative, to the work done as a result of his awareness of his work. Career environment be a strength necessary for employees to do their jobs to the highest standards of achievement and performance.

**Data analysis and hypothesis testing** First, the results of descriptive statistics for the variables of job stress:  
**Table (1) Arithmetic means and standard deviations for the variables of job stress**

	variable	SMA	standard deviation	The result
	<b>Career burden</b>			
1	Work being done routinely nothing new in it	3.7712	.96855	High
2	Dedicated work time does not allow the performance of all that is expected of me	3.7681	.97650	High
3	Should things work in a different way	3.7618	.85184	High
4	Work you do too much size	3.9425	.82117	High
	<b>Human communication</b>			
5	I feel within my family when I'm at work	3.7241	.94120	High
6	There is a wonderful social relationships in my company	3.8561	.78132	High
7	Leaders pay much attention to the humanitarian needs of the employees	3.8373	.90412	High
8	Administration is keen to communicate with humanitarian workers	3.8656	.86341	High
	<b>Human communication</b>			
9	I feel that the work you do is not equivalent to the physical payoff I get	3.9481	.92107	High
10	The company's management is keen to meet the material needs of the family for the children of workers of education and health	3.7028	.76963	High
11	Good incentive system in the company is working to boost the morale of employees	3.7854	.82150	High
12	Financial yield in the company is weak enough for basic needs in life	3.8325	.93666	High

It is seen from the data in Table former No. 1:

1. The study sample responses were positive about career paragraphs burden variable and that the phrase, which states that "the work done by the employee too much" is the highest among the averages of the answers, while the phrase that states "should the employee do things in a way size different "are the lowest of the averages of the answers.

2. The study sample responses were positive about variable paragraphs of human communication and that the phrase which states that "the administration is keen to communicate with humanitarian workers" are the highest between the mean responses, while the phrase, which states that "an employee feels that within his family when at work "are the lowest of the averages of the answers.

3. The study sample responses were positive about the paragraphs of the material yield variable and that the phrase, which states that "an employee feels that the work done is not equivalent to the Financial yield, which gets it" is the highest among the averages of the answers, while the phrase, which states that " the company's management is keen to meet the material needs of the family for the children of workers of education and health, "are the lowest of the averages of the answers. Second, the results of descriptive statistics for the variable: the performance of employees:

**Table (2) Statistical means and standard deviations of the variable: personnel performance**

	Phrase	SMA	standard deviation	The result
1	Work in doing business pressures contribute as soon as possible	3.794	.8658	High
2	Work stress leads to accelerate responsiveness to customer requirements	3.771	.8432	High
3	Help work on the business and duties accomplish better pressure	3.971	.8665	High
4	Lead work to reduce the cost of materials and equipment necessary performance and service delivery pressures	3.717	.9302	High
5	Work stress leads to improved quality of services provided to customers level	3.925	.8712	High
6	Help work on the bulk of the pressure of doing business at a lower cost	3.764	.9557	High

Seen from the data in Table No. (2) that the sample responses were positive towards the paragraph



variable performance of employees and that the phrase, which states that "the pressures of work helps business and duties accomplish better" is the highest among the averages of the answers, while the phrase which states "the work pressures lead to reduce the cost of materials and equipment necessary for the performance of service" are the lowest of the averages of the answers.

Third, the results of descriptive statistics mediator variable: job satisfaction:

**(Table 3) Averages, standard deviations, the mediator of the variable: Job Satisfaction**

	Phrase	SMA	standard deviation	The result
1	<b>I feel comfortable with the way of dealing between everyone within the company.</b>	3.742	.860	<b>High</b>
2	<b>The company's management is interested solving the problems that I face inside and outside the company.</b>	3.855	.763	<b>High</b>
3	<b>I accept criticism of my colleagues because I feel their care to my advantage.</b>	3.709	.821	<b>High</b>
4	<b>I feel that the work at the company meets many of my desires and my needs.</b>	3.872	.842	<b>High</b>
5	<b>I collaborate with my colleagues to achieve advancement and progress of the company.</b>	3.850	.872	<b>High</b>
6	<b>Regulations and laws applied does not affect the morale of the workers.</b>	3.693	.835	<b>High</b>

Seen from the data in Table No. (3) that the sample responses were positive about paragraphs job satisfaction variable and that the phrase, which states that "an employee feels that work at the company meets many of the desires and needs" is the highest among the averages of the answers, while the phrase which states that "the laws and regulations applied does not affect the morale of the workers in the company" is the lowest among the averages of the answers.

#### **Fourth, test hypotheses:**

To test the hypotheses was used path analysis Amos Ver program. 18 subsidized program Statistical Package for the Social Sciences SPSS in order to verify the existence of the direct and indirect impact of the pressures of work (career burden, human communication, material yield) on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction as the dependent variable and the broker, as shown in Table 4.

The table shows the number (4) the results of the path of the impact on the combined performance of employees in the Jordanian telecommunications companies the existence of job satisfaction and job stress mediator variable analysis. Where the results of the statistical analysis showed a statistically significant effect of work stress on the combined performance of employees in the Jordanian telecommunications companies the existence of job satisfaction and mediator variable, if the value calculated Chi2 (8.456), which is significant at the level of ( $\alpha \leq 0.05$ ). The value of Goodness of Fit Index (GFI), a convenient quality index value (0.942) and is symptomatic to a single integer value (full) convenience. In the same context, it amounted to harmonize the comparative index Comparative Fit Index (CFI) (0.955) and is symptomatic to a single integer value. While the total direct impact of the pressures of work together on job satisfaction (0.712), Which indicates that the pressures of work combined impact on job satisfaction, and therefore the increased attention to the pressures of work would generate an impact on job satisfaction. In the same context, it amounted to the direct impact of job satisfaction on the performance of employees (0.860), which indicates that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. Indirect effect of work stress on the combined performance of employees there is job satisfaction has reached (0.612), which emphasizes the role of job satisfaction and mediator variable in the effect of work stress on employee performance. As the value of T calculated for the first path (job stress ! job satisfaction) (9.448) It is significant at the level of ( $\alpha \leq 0.05$ ), while the value of T calculated second path (job satisfaction ! performance of employees) (15.718) and is significant at the level of ( $\alpha \leq 0.05$ ), and this result indicates that there is the effect of work stress on performance the presence of workers job satisfaction and mediator variable. As the increased attention to the pressures of working in the presence of job satisfaction would generate an impact on the performance of employees, which is the result of the process of contributing to the achievement of part of the research objectives

And it rejects the null hypothesis (nihilism) and accept the alternative hypothesis, which states: "The existence of the effect of meaningful moral pressure to work together on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction variable broker at the level ( $\alpha \leq 0.05$ )".

**Table (4) Test results of the path analysis to verify the direct and indirect impact of the combined pressures of work on the performance of employees there is job satisfaction variable broker**

Statement	Chi2 Calculated	GFI	CFI	Sig * The level of significance	Direct Effect The direct impact of transaction values		Indirect Effect The value of indirect effect coefficient	Track	T Calculated	Sig * The level of significance
The pressures of work collectively on the performance of employees there is job satisfaction variable broker	8.456	0.942	0.959	0.004	Work on job satisfaction pressure	0.712	*0.612	WS←EP	9.448	0.000
					Job satisfaction on the performance of employees	0.860		ES←EP	15.718	0.000

GFI: Goodness of Fit Index must Proximity to one

CFI: Comparative Fit Index must Proximity to one

JS: Work Stress

ES: Employees' Satisfaction

EP: Employees Performance

Indirect effect is multiplied by the direct impact of transactions between the values of variables

To investigate the effect of each variable to work on the performance of employees pressures existence of job satisfaction variable broker, it has been used path analysis, segmentation hypothesis has been to three hypotheses are:

1-test the first hypothesis: Table (5) Results of the track to the impact of the burden on the job performance of employees there is job satisfaction and mediator variable analysis. The results showed a statistical analysis of the impact of the presence of a statistically significant burden on the job performance of employees there is job satisfaction variable broker, if the calculated value of Chi2 (11.894), which is significant at the level of ( $\alpha \leq 0.05$ ). The value of Goodness of Fit Index (GFI), a convenient quality index value (0.922) and is asymptotic to a single integer value (full) convenience. In the same context, it amounted to harmonize the comparative index Comparative Fit Index (CFI)(.928) And is asymptotic to a single integer value. While the total direct impact of functional burden on job satisfaction (0.502), which indicates that the job burden affects job satisfaction, and therefore the increased attention to career burden would generate an impact on job satisfaction. In the same context, it amounted to the direct impact of job satisfaction on the performance of employees (0.860), which indicates that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. Indirect effect of functional burden on the performance of employees there is job satisfaction has reached (0.432), which emphasizes the role of job satisfaction and mediator variable in the impact of the burden on the job performance of employees. As the value of T calculated for the first path (career ! burden of job satisfaction) (5.414) which is significant at the level of ( $\alpha \leq 0.05$ ), (While the value of T calculated second path (job satisfaction ! performance of employees) (15.718) and is significant at the level of ( $\alpha \leq 0.05$ ), and this result indicates that there is the effect of functional burden on the performance of employees there is job satisfaction and mediator variable. As the increase Career interest burden existence of job satisfaction would generate an impact on the performance of employees, which is the result of the process of contributing to the achievement of part of the research objectives. And it refuses to accept the premise of nihilism and the alternative hypothesis, which states: "The existence of the effect of meaningful moral career of a burden on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction as the dependent variable and the broker when the level of significance ( $\alpha \leq 0.05$ )."

**Table (5) Test results of the path analysis to verify the direct and indirect impact of functional burden on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction and mediator variable**

Statement	Chi2 Calculated	GFI	CFI	Sig * The level of significance	Direct Effect The direct impact of transaction values		Indirect Effect The value of indirect effect coefficient	Track	T Calculated	Sig * The level of significance
Career burden on the performance of employees there is job satisfaction variable broker	11.894	0.922	0.928	0.001	Career burden on job satisfaction	0.50 2	*0.432	BJ←ES	5.414	0.000
					Job satisfaction on the performance of employees	0.86 0		ES←EP	15.718	0.000

GFI: Goodness of Fit Index must Proximity to one

CFI: Comparative Fit Index must Proximity to one

BJ: Burden Job

ES: Employees' Satisfaction

EP: Employees Performance

\* Indirect effect is multiplied by the direct impact of transactions between the values of variables

2-second test of the hypothesis: Table (6) the results of the path of the effect of human contact on the performance of employees there is job satisfaction and mediator variable analysis. Where the results of the statistical analysis showed a statistically significant effect of a human touch on the performance of employees there is job satisfaction and mediator variable, if the value calculated Chi2 (5.411), which is significant at the level of ( $\alpha \leq 0.05$ ). The value of Goodness of Fit Index (GFI), a convenient quality index value (0.982) and is asymptotic to a single integer value (full) convenience. In the same context, it amounted to harmonize the comparative index Comparative Fit Index (CFI) (0.991) and is asymptotic to a single integer value. While the total direct impact of human communication on job satisfaction (0.648), Which indicates that human contact affects job satisfaction, and therefore the increased interest in human contact would generate an impact on job satisfaction. In the same context, it amounted to the direct impact of job satisfaction on the performance of employees (0.860), which indicates that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. Indirect effect of human contact on the performance of employees there is job satisfaction has reached (0.557), which emphasizes the role of job satisfaction and mediator variable in the impact of human communication on the performance of employees. As the value of T calculated for the first path (of human communication ! job satisfaction) (7.939) It is significant at the level of ( $\alpha \leq 0.05$ ), while the value of T calculated second path (job satisfaction ! performance of employees) (15.718) and is significant at the level of ( $\alpha \leq 0.05$ ), and this result indicates that there is the effect of human contact on the performance of the presence of workers job satisfaction and mediator variable. As the increased interest in human contact in the presence of job satisfaction would generate an impact on the performance of employees, which is the result of the process of contributing to the achievement of part of the research objectives.

And it refuses to accept the premise of nihilism and the alternative, which states: "The existence of the effect of meaningful moral human touch on the performance of employees there is job satisfaction variable broker at the level ( $\alpha \leq 0.05$ ."



**Table (6) Test results of the path analysis to verify the direct and indirect impact of human contact on the performance of employees there is job satisfaction variable broker**

Statement	Chi2 Calculate d	GFI	CFI	Sig * The level of significance	Direct Effect The direct impact of transaction values		Indirect Effect The value of indirect effect coefficient	Track	T Calculated	Sig * The level of significance
Human communication on the performance of employees there is job satisfaction variable broker	5.411	0.982	0.991	0.012	Human communication on job satisfaction	0.648	*0.557	CH←ES	7.939	0.000
					Job satisfaction on the performance of employees	0.860		ES←EP	15.718	0.000

GFI: Goodness of Fit Index must Proximity to one

CFI: Comparative Fit Index must Proximity to one

CH: Contact Humanitarian

ES: Employees' Satisfaction

EP: Employees Performance

\* Indirect effect is multiplied by the direct impact of transactions between the values of variables

3-test the third hypothesis: Table (7) the results of the path of the effect of Financial yield on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction and mediator variable analysis. Where the results of the statistical analysis showed a statistically significant effect of the physical impact on the performance of employees there is job satisfaction variable broker, if the calculated value of Chi2 (8.456), which is significant at the level of ( $\alpha \leq 0.05$ ). The value of Goodness of Fit Index (GFI), a convenient quality index value (0.975) and is asymptotic to a single integer value (full) convenience. In the same context, it amounted to harmonize the comparative index Comparative Fit Index (CFI) (0.987) and is symptomatic to a single integer value. While the total direct impact of the physical impact on job satisfaction (0.776), Which indicates that the physical payoff affects job satisfaction, and therefore the increased interest in physical Palmrddod would generate an impact on job satisfaction. In the same context, it amounted to the direct impact of job satisfaction on the performance of employees (0.860), which indicates that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. Indirect effect of the physical impact on the performance of employees there is job satisfaction has reached (0.667), which emphasizes the role of job satisfaction variable broker in the physical impact on the yield performance of employees. As the value of T calculated for the first path (physical ! yield performance of employees) (11.476) and is significant at the level of ( $\alpha \leq 0.05$ ), while the value of T calculated second path (job satisfaction ! performance of employees) (15.718) It is significant at the level of ( $\alpha \leq 0.05$ ), and this result indicates that there is the influence of the physical impact on the performance of employees there is job satisfaction and mediator variable. As the increased interest in physical Palmrddod in the presence of job satisfaction would generate an impact on the performance of employees, which is the result of the process of contributing to the achievement of part of the research objectives.

And it refuses to accept the premise of nihilism and the alternative hypothesis, which states: "The existence of the effect of meaningful moral of the physical impact on the performance of employees there is job satisfaction variable broker at the level ( $\alpha \leq 0.05$ )."

**Table (7) Path analysis of test results to verify the direct and indirect impact of the physical impact on the performance of employees there is job satisfaction and mediator variable**

Statement	Chi2 Calculated	GFI	CFI	Sig * The level of significance	Direct Effect The direct impact of transaction values		Indirect Effect The value of indirect effect coefficient	Track	T Calculated	Sig * The level of significance
Physical yield on the performance of employees there is job satisfaction variable broker	6.479	0.975	0.987	0.002	Physical yield on job satisfaction	0.776	*0.667	YM←ES	11.476	0.000
					Job satisfaction on the performance of employees	0.860		ES←EP	15.718	0.000

GFI: Goodness of Fit Index must Proximity to one

CFI: Comparative Fit Index must Proximity to one

YM: Yield Material

ES: Employees' Satisfaction

EP: Employees Performance

• indirect effect is multiplied by the direct impact of transactions between the values of variables

## Results

### First, the results of the descriptive analysis of the areas of the questionnaire

1. Results related to variable functional burden showed that managers working in senior management and central responses to these paragraphs were at a high level, it was shown that there is work pressure is the work done by the workers more than the required size, a routine is nothing new in it.
2. Results related to variable human contact showed that managers working in senior management and central responses to these paragraphs were at a high level, it was shown that the administration is keen to communicate with humanitarian workers, and that there is a wonderful social relations in the company.
3. Results for the variable material yield showed that managers working in senior management and central telecommunications companies responses to these paragraphs were at a high level, has been shown to work done by workers is not equivalent to the physical payoff they get, and that the material yield in the company is weak is not enough the basic needs in life.
4. The results showed relating to the variable (performance of employees) that managers working in senior management and central responses to these paragraphs were at a high level, it has been shown to work under pressure to help the business and duties accomplish better, and lead to improved quality of services provided to customers level.
5. The results showed for the mediator variable (job satisfaction) that managers working in senior management and central responses to these paragraphs were at a high level, has been shown to work at the company meets many of the wishes of the workers and their needs, and that the company's management is interested solving the problems faced by workers inside and outside the company .

### Second test hypotheses of the study results

1. The results showed the effect of a statistically significant pressure to work together on the performance of employees in the Jordanian telecommunications companies the existence of job satisfaction and mediator variable, it shows that work stress combined impact on job satisfaction, and therefore the increased attention to the pressures of work would generate an impact on job satisfaction. Thus, the increased interest in job satisfaction would generate an impact on the performance of employees. This confirms the role of job satisfaction and mediator variable in the effect of work stress on employee performance.
2. The results showed a statistically significant effect of functional burden on the performance of employees there is job satisfaction variable broker, if it is found that the functional burden affects job satisfaction, and therefore the increased attention to career burden would generate an impact on job satisfaction. And that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. This confirms the role of job satisfaction and mediator variable in the impact of the burden on the job performance of employees.
3. The results showed a statistically significant effect of a human touch on the performance of employees there is job satisfaction and mediator variable, if it is found that human contact affects job satisfaction, and therefore the increased interest in human contact would generate an impact on job satisfaction. And that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. This confirms the role of job satisfaction and mediator variable in the impact of human communication on the performance of employees.

4. The results showed a statistically significant effect of the physical impact on the performance of employees there is job satisfaction and mediator variable, that the physical yield affects job satisfaction, and therefore the increased interest in physical Palmrddod would generate an impact on job satisfaction. And that job satisfaction affects the performance of employees, so the increased interest in job satisfaction would generate an impact on the performance of employees. This confirms the role of job satisfaction variable broker in the physical impact on the yield performance of employees.

### Recommendations

- 1.the telecommunications companies in the Hashemite Kingdom of Jordan and the other between conducting diagnostic studies to assess the pressures of work and determine the level of job satisfaction where it can track their impact on the performance of employees.
2. the telecommunications companies in the Hashemite Kingdom of Jordan enhancing job satisfaction among employees by involving personnel decisions that affect their professional, social, and through seminars and workshops so that it is centered on promoting the positive practices of workers in order to serve the company's plans and objectives, and through the activation of the system of incentives and bonuses in the company.
3. The training of personnel to do the job effectively, the organization of working time and distribute and exploit the optimal exploitation of the form that leads to reduce the level of stress.
4. Work to increase and build human relationships between managers and individuals through meetings and friendly away from work and problems atmosphere.
5. Increase the material and moral incentives for employees, and creating a fair and objective grounds to distribute.
6. overcome the red tape to work through the introduction of a variety of programs that contribute to give an air of renewal on the staff.
7. stress the importance given to the work pressure that they deserve for their active role in improving the performance of employees, as well as increased interest in job satisfaction is important variable in the relationship between stress and performance in general.

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